

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Investigation of Challenges, Achievements and Opportunities in Sustaining Development Army in Oromia Regional State, Ethiopia

Abdissa Desalegn Gudeta

Lecturer, Oromia State University, Ethiopia

Abstract:

The aim of this study was to gain better understanding the challenges and opportunities of in sustaining development army and its effect. The research questions concerned investigating the antecedents of challenges and opportunities, the beneficial level of empowerment and the outcome of empowerment. In order to gain insight into these a case study was done in Oromia regional state selected bureaus. The inability of the management to control the service encounter makes the employees responsible for the quality of service delivered to the customers. In order for the management to trust that the employees are successful in dealing with their customers, the management has to give the employees the authority and necessary support to succeed at it, which is referred to as development army. The practice of which can directly affect the quality of services delivered, and customer satisfaction.

In order to achieve the desired result of this research both qualitative and quantitative research methods were used. Case study was the major strategy followed by the researcher to achieve the desired objectives. Both descriptive and explanatory research designs were used as research designs for this study. As to the sources of information, relevant data were gathered from primary and secondary sources. Primary data were gathered through structured questionnaire and structured interview as data collection instruments. Document analysis was also made in gathering secondary data with special reference to challenges and opportunities of sustaining development army practices in public service giving organizations. Primary data obtained from sample respondents, selected through convenience and purposive sampling, were analyzed with the help of SPSS software package. And, statistical tools such as frequency, means, percentage, and cumulative percentage, were used in analyzing the data.

Keywords: challenges, opportunities, public service, development army

1. Introduction

1.1. Background of the Study

Our civil service structure inherited from previous regimes is characterized by inefficiency, poor quality and outdated rules and regulations; partly because of political support and political leadership (ILI, 2010). Because of this, the civil service has wide and complex problems in discipline, work commitment, knowledge and skill. The leadership inherited is also a sort of command and control type in which only the leaders were considered as decision makers and responsible for both success and failure of the organization. Our traditional civil service system and institutional setting was hierarchical in which implementers often look for instructions and the top level leaders also question workers that decide and perform jobs without looking for instructions from above (ILI, 2010). To change these attitudes, work systems and organization of civil service, our developmental and democratic state has designed and implemented different civil service reforms such as Business Process Reengineering (BPR) and Balanced Score Card (BSC). Recently, the government has also introduced a new reform initiative: organizing civil servants into coordinated change and development army. According to Oromia Civil service and Good Governance Bureau (2012), the general objective for the direction to organize civil servants into civil service army is to create transformed institution at all levels of the government tiers so that Growth and Transformation Plan (GTP) will be accomplished. In this regard, creating coordinated and organized civil service army required to solve bottlenecks in relation to rent-seeking attitude, capability and inputs (OCSGGB, 2012). Overall, top level managers, middle level managers and lower level appointees, civil servants, as well as farmers who are frontline actors in the development have attitudinal, capability and input related problems which can be explained in different ways (OCSGGB, 2012). These problems required to be solved to establish coordinated development and change army without which expanding best practice as a development strategy will be next to impossible. Accordingly, the current big enemy of our country, which is believed to be poverty, can be eradicated through coordinated effort rather than scattered individual efforts.

In general, coordinated movement is decisive to get rid of poverty, rent-seeking attitudes and related problems, as well as to sustain our rapid economic and social development, good governance and democratic political system. The essence of civil service army demands effective followers and effective leaders. On the other hand, modern organizations with environmental dynamism and uncertainty have shown preference for team-based (process based) work organization, which helps to reduce uncertainty, increase

creativity and develop competitive advantage by coordinating members knowledge inputs (Gardner, Gino and Staats, 2012). Further, McShane, Olekalns and Travaglione (2010) stated that team provides superior customer service and in many situations, people are potentially more motivated when working in teams than when working alone. Therefore, organizing civil service into teams of civil service army looks important to coordinate efforts towards the accomplishment of Growth and Transformation Plan (GTP). Hence, for countries like Ethiopia who are striving to make their people those of middle level income, it is very important not to ignore the necessity of the development and change army utilization and working on its effectiveness. Therefore, the focus of this study is to identify whether the government's strategy of implementing civil service army is working well or not.

1.2. Statement of the Problem

Many organizations have responded to the increasingly complex and uncertain environment by using teams as their fundamental unit of organizational design in an effort to decentralize decision making and respond more effectively to the external opportunities and threats (Achua and Lussier, 2010). Accordingly, team based organizations need team leaders who can influence the whole team which can mean the difference between success and failure. This implies that environmental pressures have forced the organizations to use teams. Hence, these teams require effective team leaders who employ multiple influencing tactics to control and direct team member actions toward the achievement of organizational goals. The reform initiative in which civil servants have organized into development and change army intended to develop well organized and coordinated team around model employees to benefit from effective team through shared knowledge inputs. It is believed that creating organized and coordinated civil service army in the civil service helps to accomplish the Growth and Transformation Plan (GTP) and other reform programs (Business Process Reengineering and Balanced Score Card) through coordinated civil service army movement (OCSGGB, 2012). In addition, the attitude of employees towards these change initiatives and the competency of leaders in governmental organizations are a decisive factor to improve employee commitment, organizational citizenship behavior and accomplishments (organizational performance) as a result of implementing organized civil service army in the civil service. However, the practice in previous reform tools (BPR and BSC) indicates the intended results were not achieved to the extent they were expected. Based on this, (OCSGGB, 2012) identified the reasons for the less achievement are mainly because of the problems caused by performers, leaders at different levels, stakeholders and those related with inputs. Therefore, the purpose of this study is to identify the factors that can be causes for the failure or success the currently undergoing initiative (coordinated change and development army in civil service).

1.3. Literature Review

1.3.1. Overview Team and Team Building

The idea of setting up teams in organizations has been a hot managerial idea for the past several years for the purpose of meeting customer needs and expectations through producing quality products or providing quality services with the lowest possible cost (9). Top managers set up teams to look for solutions to the problems of productivity, quality and production cost (9). Further, an increasingly complex and uncertain environment in which organizations find themselves demand teams to respond accordingly as their fundamental unit of organizational design (Achua and Lussier,2010). The need for organized, coordinated and collaborated teams is to facilitate team learning, to find better solutions for problems, to reduce threats and to use existing opportunities efficiently and effectively, and helps to attain GTP goals through coordinated effort. However, calling groups of workers teams simply will not make any difference unless managers at different levels deeply understand and buy in to the idea of the organization as a system (9). This indicates that taking actions that facilitate collaboration and coordination among people throughout the organization is the way to improve performance. Some of these actions are building effective teams and organizational citizenship behavior, changing employees' attitudes towards development and change army, and improving employee satisfaction and commitment which are also the focuses of this study. Further, the leaders' competence in performing their roles is also one of the decisive factors to achieve organizational, team and individual objectives through coordinated team efforts.

1.3.2. Overview of Development Army /Team Work/

Development army "Teamwork" is defined as a group of people working together to achieve a common goal. Development army "Teamwork" "is defined by Scarnati (2001, p. 5) "as a cooperative process that allows ordinary people to achieve extraordinary results". Harris & Harris (1996) also explain that a team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. The literature consistently highlights that one of the essential elements of a Development army "Teamwork" is its focus toward a common goal and a clear purpose (Fisher, Hunter, & Macrosson,1997; Johnson & Johnson, 1995, 1999; Parker, 1990; Harris & Harris, 1996).

Teams are an integral part of many organizations and should be incorporated as part of the delivery of tertiary units. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Development army "Teamwork" members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals (Luca & Tarricone,2001).

Many different industries and organizations use Development army "Teamwork"to accomplish goals, because people working together can often achieve more than they could individually. In an increasingly complex environment, organizations are using a team approach to bring a diverse set of skills and perspectives into play. An effective use of teams often draws upon a creative approach of

bringing together specialists who combine their efforts and develop intra team synergies to meet the challenges of their often complex organizational environment.

1.3.3. Employee Satisfaction, Commitment and Organizational Citizenship

Coetzee and Martins (2007) described employee satisfaction as 'a pleasurable or positive emotional state resulting from an employee's appraisal of his/her organization environment or organization experience. According to Allen (2010), the most common and accepted facets of satisfaction which typically account for the substantial variance of job satisfaction are pay, promotion opportunities, coworkers (social setting), supervision and the work itself. In addition, Taber and Alliger (1995, cited in Allen, 2010), recommended researchers to examine the principal tasks and activities in which employees engage to understand the overall job attitudes. Employee satisfaction is closely related to job satisfaction and intention to leave or stay with the organization (Robinson, 2006, cited in Coetzee and Martins, 2007). However, in our context the intention to stay with the organization may not directly imply the employees are satisfied with their jobs. It could be because of lack of alternative employment opportunities. According to McShane, Olekalns and Travaglione (2010), there are four ways by which employees used to respond dissatisfaction. These are exit (leaving the organization), voice (attempt to change the situation), loyalty (patiently waiting, suffer in silence) and neglect (which includes reducing work effort, paying less attention to quality, absenteeism and lateness). Sharma and Bajpai (2010) asserted that leadership no doubt is a strong predictor of job satisfaction. This indicates that organization that pays its employees attractive pay (internal and external equity), have appropriate career plan, establish good relationship among staff, use job enrichment and in which leadership is relational can simply instill employee satisfaction.

Further, employee satisfaction is closely related to employee needs and expectations (Coetzee and Martins, 2007) to be deleted. According to Coetzee and Martins (2007) employees' needs and expectations can be associated to certain aspects of extrinsic, intrinsic and relational motivations. There is also a strong relationship between affective organizational commitment and job satisfaction (Mayer, Stanley, Herscovitch, Topolynsky, 2000, cited in Allen, 2010). Employee commitment measured the extent to which employees described themselves as involved and motivated in their own assignments (Tjosvold, Liu and Yu, 2004). McShane, Olekalns and Travaglione (2010) described affective organizational commitment as employee's emotional attachment to, identification with and involvement in a particular organization. Affective organizational commitment serves as competitive advantage, results in higher work motivation, higher organizational citizenship, higher job performance and improves customer satisfaction. However, continuance commitment which is stated as calculated attachment when employees do not particularly identify with the organization where they work but feel bound to remain there because it would be too costly to quit (McShane, Olekalns and Travaglione, 2010). Further, McShane, Olekalns and Travaglione (2010) stated that companies could not effectively compete, transform resources or serve the needs of their stakeholders if employees performed only their formal duties. This implies that employees required engaging in organizational citizenship behavior (OCB) in which various forms cooperation and helpfulness to others that support the organization's social and psychological context. In many ways, employees who engage in organizational citizenship behavior act like company owners because, they go beyond their own interests to the wellbeing of others and the organization (McShane, Olekalns and Travaglione, 2010).

1.3.4. Motivation and Team Reward

Motivation is one of the important issues that determine the success of organizations. Achua and Lussier (2010) define motivation as anything that affects behaviors in pursuing certain outcome. According to Bjugstad et al., (2006), a key to motivating followers is the concept of having them realize how important their function is in a process.

Team reward encourages cooperation, which is more important when work is highly interdependent and difficult to measure individual performance separately (McShane, Olekalns and Travaglione, 2010). However, employees in many individualistic cultures prefer rewards based on individual performance (McShane, Olekalns and Travaglione, 2010). Even though team performance reward tends to support preferences for team work, sometimes performance based reward systems have an intended an undesirable effect on employees. For example, Drivers frequency of return vis-à-vis traffic accident. Therefore performance based reward required to think carefully about the consequence of rewards of where possible and test the incentives in a pilot project before applying the across the organization. Further, insure rewards are relevant that is aligning with performance that is within the employees control and reward systems also need to correct for situation (McShane, Olekalns and Travaglione, 2010). In general implementation of performance based reward whether individuals or team based requires careful consideration of culture, level of task interdependence, consequences and situations under which the task is performed.

1.3.5. Employee Satisfaction, Commitment and Organizational Citizenship

Coetzee and Martins (2007) described employee satisfaction as 'a pleasurable or positive emotional state resulting from an employee's appraisal of his/her organization environment or organization experience. According to Allen (2010), the most common and accepted facets of satisfaction which typically account for the substantial variance of job satisfaction are pay, promotion opportunities, coworkers (social setting), supervision and the work itself. In addition, Taber and Alliger (1995, cited in Allen, 2010), recommended researchers to examine the principal tasks and activities in which employees engage to understand the overall job attitudes. Employee satisfaction is closely related to job satisfaction and intention to leave or stay with the organization (Robinson, 2006, cited in Coetzee and Martins, 2007). However, in our context the intention to stay with the organization may not directly imply the employees are satisfied with their jobs. It could be because of lack of alternative employment opportunities. According to McShane, Olekalns and Travaglione (2010), there are four ways by which employees used to respond dissatisfaction. These are exit (leaving the organization),

voice (attempt to change the situation), loyalty (patiently waiting, suffer in silence) and neglect (which includes reducing work effort, paying less attention to quality, absenteeism and lateness). Sharma and Bajpai (2010) asserted that leadership no doubt is a strong predictor of job satisfaction. This indicates that organization that pays its employees attractive pay (internal and external equity), have appropriate career plan, establish good relationship among staff, use job enrichment and in which leadership is relational can simply instill employee satisfaction.

Further, employee satisfaction is closely related to employee needs and expectations (Coetzee and Martins, 2007) to be deleted. According to Coetzee and Martins (2007) employees' needs and expectations can be associated to certain aspects of extrinsic, intrinsic and relational motivations. There is also a strong relationship between affective organizational commitment and job satisfaction (Mayer, Stanley, Herscovitch, Topolynsky, 2000, cited in Allen, 2010). Employee commitment measured the extent to which employees described themselves as involved and motivated in their own assignments (Tjosvold, Liu and Yu, 2004). McShane, Olekalns and Travaglione (2010) described affective organizational commitment as employee's emotional attachment to, identification with and involvement in a particular organization. Affective organizational commitment serves as competitive advantage, results in higher work motivation, higher organizational citizenship, higher job performance and improves customer satisfaction. However, continuance commitment which is stated as calculated attachment when employees do not particularly identify with the organization where they work but feel bound to remain there because it would be too costly to quit (McShane, Olekalns and Travaglione, 2010). Further, McShane, Olekalns and Travaglione (2010) stated that companies could not effectively compete, transform resources or serve the needs of their stakeholders if employees performed only their formal duties. This implies that employees required engaging in organizational citizenship behavior (OCB) in which various forms cooperation and helpfulness to others that support the organization's social and psychological context. In many ways, employees who engage in organizational citizenship behavior act like company owners because, they go beyond their own interests to the wellbeing of others and the organization (McShane, Olekalns and Travaglione, 2010).

1.3.6. Team Leadership and Building Effective Teams

The road to great leadership (Kouzes and Posner, 1987, cited in Sharma and Bajpai, 2010) that is common to successful leaders: Challenge the process, inspire shared vision, and enable others to act and model the way. Further (Kesby, 2008) stated that appointment as a manager does not make you a leader; it is what you do with the passion that is important to your leadership.

As asserted by Depree (1992, cited in Bjugstad et al., (2006), leaders only really accomplish something by permission of their followers. Given the increasing use of teams to organize work activities in many organizations among team members is critical (Achua and Lussier, 2010). Therefore, leading team requires a team leader who can effectively influence teams which are made up of many personalities, mindsets, motives and agendas which can mean the difference between success and failure (Achua and Lussier, 2010). Further Achua and Lussier (2010) repetition point out that in order to foster the development of team spirit, leaders should observe with a keen eye what is going on in the team, make contributions when necessary, encourage a climate of dialogue, turn obstacles in to opportunities and see themselves and others as a part of the team's pool of knowledge, skills and ideas. Hersay and Blanchard (1982 cited in Bjugstad et al., (2006), argued that successful leadership is achieved by selecting a style based on follower readiness. According to Hersay and Blanchard, the leader is directed to adopt one of four styles (Telling, Selling, delegating and Participating) based on the degree of relationship- and task-oriented behavior required by the situation. Leaders help us to see ways forward through helping to create vision, overcoming impenetrable barriers and enabling us to see or do things differently (Kesby, 2008). Leadership is dynamic and relational. The choice of whether to lead or to follow is most effective when it is determined by the situations rather than the predetermined roles of the two-people involved (Kesby, 2008). According to Kesby (2008) followers are a powerful player in leadership since they are the second half of the relationship (Achua and Lussier, 2010). Leadership is about influencing others and about building relationship which is based on communication. Effective communication fosters the environment of mutual trust in the organization (Sharma and Bajpai, 2010). Active followership means the leader's authority has been accepted which gives legitimacy to the direction and vision of a leader Bjugstad et al., (2006). Therefore, effectiveness in organization could be achieved by matching effective leaders with effective followers. Kelly (1988, cited in Bjugstad et al., 2006) proposed four qualities shared by effective followers: manage themselves, organizational commitment and citizenship, courage, honest and credible, and build their competence and strive for maximum impact. According to Blackshaar (2003, cited in Bjugstad et al., 2006) the ideal follower is Building and able to help develop and sustain the best organizational performance. Further Bjugstad et al., (2006) described ineffective followers as they are critical, cynical, apathetic and alienated. According to Nelson (2001, cited in Bjugstad et al., 2006) they become experts at the 'blame game', blaming everybody around them for problems. Kelly (1992, cited in Bjugstad et al., 2006) identified four behavioral characteristics of followers as alienated, conformist, passive and exemplary and those with behavioral characteristics which could not exactly fail in either of the four as pragmatist.

2. Research Methodology

2.1. Research Design

The primary aim of this study is to describe the impact of employees' attitude and leadership competence on coordinated civil service army in Oromia regional Governmental State. To achieve this objective, descriptive type of research design is employed. The descriptive type of research design helps to portray accurately the characteristics of a particular individual, situation or a group (Creswell, 2003). So, in this study the descriptive research design is employed to describe the civil service army practices in public service institutions. The approach enabled the determination of the level of effect of employees' attitude and leadership competence

and identification of the gaps in implementing the strategy of civil service army based on the perception of managerial and non-manual employees. To this end, adequate data are gathered from sample respondents using proper data collection tools.

2.2. Research Approach

The mixed research method was considered to be very efficient in answering research questions compared to the quantitative and qualitative approach when used in isolation (Creswell, 2003). Therefore, by using a mixed approach the researcher capitalizes the strength of quantitative and qualitative approach and remove any biases that may exist in any single research method.

2.3. Research Method

This study employed a descriptive, particularly a survey type of research. (Mugenda, 1999) define a descriptive survey research as a process of collecting data in order to answer questions concerning the current status of the subject under the study.

This method is generally broad in scope and more relevant to determine opinions of a specific population; gather the knowledge and experience from those who were familiar with the issue. Moreover, the researchers chose the descriptive research, because it was low cost and often involved the description of the extent of association between two or more variables. Therefore, this method is used to describe the prevailing achievements and challenges in the process of implementing civil service army at the study area.

2.4. Data Source

In order to realize this study, information is gathered from different sources that are believed to have enough exposure to civil service army implementation practices in the institutions under study. Hence, the researchers have dealt with both primary and secondary data. This is done to minimize the biasness and reduce the subjectivity of the research findings. Finally, this data includes both qualitative and quantitative data type.

2.4.1. Primary Source

Primary sources of the study include those personalities (managerial and non-managerial performers) in the respective institutions at regional bureaus, zonal and woredas levels who are envisaged to play a role in the implementation of the strategy of change and development army. Since the practice is mostly implemented on employees of the organization, the data were mainly collected from non-managerial performers. To substantiate the finding of the study, semi structured interview was conducted with top leaders and HR managers of selected organizations and observation was conducted using checklist.

2.4.2. Secondary Sources

The secondary sources were those in relation to the assumed variables of the investigation. These variables as employee attitude, satisfaction, commitment and leader's competence related literature, reports, articles on the journals, different practice on team building was reviewed. It was assumed that reviewing these things may help the researchers to gather directly the second-hand information with regard to change and development army.

2.5. Data Collection Instruments

The data for the study were collected using both quantitative and qualitative data collection instruments. The quantitative data collection instrument includes structured and unstructured questionnaire whereas, the qualitative tool includes semi-structured interview and observation. Both managerial and non-managerial performers have participated in filling of questionnaires but, HR managers and the top managers of the organizations have participated in interview.

2.5.1. Questionnaire

This instrument is selected as data gathering tool since it helps to get data from many people; it is very less researcher's bias and it is cost effective relative to other methods. A total of twenty-eight close ended and three open ended questions are presented to the respondents.

2.5.2. Semi-structured Interview

Semi-structured interview was conducted based on a formally structured schedule of interview questions. HR managers and top leaders at each level were involved in the interview. In this regard, twenty-four HR managers and top managers were interviewed.

2.6. Sampling Techniques

2.6.1. Population

The target populations of this study were all civil servants in Oromia National Regional Government. These include both managerial and non-managerial performers at regional, zonal and woreda level. A sample of the study was taken from the list of employees in their respective human resource departments of each organization at regional, zonal and woreda levels.

2.6.2. Sampling Units

The sampling units of the study are top leaders, process owners, experts, supportive staffs, model employees in each department and team members who are currently coordinated and organized in the form of change and development army.

2.6.3. Sampling Design

Out of the total 380,000 civil servants in Oromia regional Governmental state, a sample of 400 employees were taken from Oromia Revenue, Agriculture, Education and Health sectors. These sectors were chosen purposively because of their socio-economic importance and large customer bases. To this end, the researcher has taken the sample as follows using the formula suggested by yemane, (1967):

$$n = \frac{N}{(1 + N * e^2)}$$

2.7. Data Analysis

The study employed both quantitative and qualitative approaches to analyze the data collected.

2.7.1. Quantitative Data Analysis

To make the computation more precise, dependable, simple and time saving, the raw data collected through questionnaire are organized into SPSS computer software. The data collected were analyzed by using descriptive data analysis techniques. Specifically, frequency, percentage and cross tabulation are used.

2.7.2. Qualitative Data Analysis

Qualitative data gathered using questionnaire, key informant interviews and focus group discussion were coded and categorized manually. Thematic areas in a way they answered the specific objectives of the research were formulated under each area, a summarized discussion of responses was explained in order to triangulate with the quantitative data.

2.8. Data Presentation

Data presentation techniques were used depending on the nature of the data. The quantitative data are presented using tables, percentages, bar charts and narrative descriptions. The qualitative data were presented using narration and both the data obtained from interview and observation was triangulated with the quantitative data to make the finding meaningful.

3. Presentation Analysis and Discussion of Data

3.1. Introduction

The objective of the study is to assess the impact of employees' attitude and leadership competence on coordinated and organized civil service army building and its implementation in Oromia national regional government. To this end, samples are taken from sixty-eight organizations consequently, managerial and non-managerial performers are given a questionnaire and human resource managers and top leaders of the respective organizations are interviewed in order to cross check with the data collected from others through questionnaire and observation. These finding from quantitative and qualitative approaches are presented, analyzed and interpreted under this section.

3.2. Response Rate

The researchers distributed a total of **400** questionnaires during the study period out of which only **394** were returned with **98.5%** of return rate and **6** questionnaires were unfiled with **1.5%** of unreturned rate. No questionnaires were discarded due to missing data. Therefore, **394** questionnaires were considered for the study as respondents working in selected organizations.

3.3. Analysis of Respondents Opinion

3.3.1. Characteristics of the Respondents

In this part of analysis, the characteristics of the respondent in public sectors of Oromia regional Governmental states are assessed. To this end, some indicators of the characteristics of the respondent such as sex, age, qualification, their position in their respective organization and work experience have been identified in the study and the results were presented, analyzed and interpreted in the following manner:

3.3.1.1. Characteristics of Leaders and Performers

Sex of the respondents	Present position of employees		Total
	Leader	Performer	
Male	60(87%)	237(73%)	297(75.4%)
Female	9(13%)	88(27%)	98(24.6%)
Total	69(100%)	325(100%)	394(100%)

Table 1: Sex of the respondents*Present position of employees Cross Tabulation
Source: field survey, 2016

As indicated on the above Table 1 the gender and position of the respondents are cross tabulated. It indicates 297 (75.4%) of the respondents are male and only 98(24.6%) are female. Among the leaders, 60(87%) of them are male and only 9(13%) of them are female. On the other hand, 237(73%) of performers are male and 88(27%) of them are female. In general, 69 leaders and 325 performers were contacted during data collection.

From the above discussion one can understand that, though the Government is taking affirmative action to keep proportion of male and female at every economic and social activity, the number of male and female is not proportional in government institutions of the region under study. Similarly, the ratio of male to female on a managerial position is very un-proportional. This implies that the participation of female in socio-economic activities is not equals with those of male.

Age of the respondents	Present position of employees		Total
	Leader	Performer	
< 25 years	5(7.2%)	23(7.1%)	28(7.1%)
26-35	17(24.6%)	140(43.2%)	157(39.8%)
36-45	33(47.8%)	109(33.3%)	143(36.0%)
46- 55	13(18.8%)	51(15.7%)	64(16.2%)
> 56 years	1(1.4%)	2(.6%)	3(.8%)
Total	69(100.0%)	325(100.0%)	394(100.0%)

Table 2: Age of the Respondents*Present Position of Employees Cross Tabulation
Source: field survey, 2016

On the Table 2 above the age distribution and the position of employees in their respective organization are presented. Accordingly, majority 33(47.8%) of the leader's respondents are aged between 36- 45 years old. Whereas, 140(43.2%) and 109(33.3%) of the performers are aged between 26-35 and 36-45 years old respectively. Since the majority of both leaders and performers are aged between 26- 45 years old, the currently existing civil service in Oromia regional governmental state is filled with youngsters and energetic workforce who have a potential to contribute in successfully accomplishing GTP and can greatly work on the national campaign against poverty.

Level of Education	Present position of employees		Total
	Leader	Performer	
Diploma	9(13.0%)	124(38.3%)	133(33.8%)
BA/BSC	58(84.1%)	181(55.9%)	240(60.9%)
MA/MSC	2(2.9%)	12(3.4%)	14(3.3%)
PhD	0(.0%)	3(.9%)	3(.8%)
Other	0(.0%)	5(1.5%)	5(1.3%)
Total	69(100.0%)	325(100.0%)	394(100.0%)

Table 3: Level of Education*Present Position of Employees Cross Tabulation
Source: field survey, 2016

The above Table 3 indicates the description of employees' position against their education level. Accordingly, out of the total performers, 181(55.9%) of them are BA/BSC degree holders while 124(38.3%) of them are diploma holders. On the other hand, out of the total leaders 58(84.1%) of them are first degree holders. whereas, small number of the leaders (9(13%)) are diploma holders. This indicates that majority of government employees are at the position that help them to understand government policy and implement it.

Present position of employees	Present position of employees		Total
	Leader	Performer	
< 3 years	27(39.1%)	140(43.2%)	167(42.4%)
3-6 years	19(27.5%)	90(27.5%)	109(27.7%)
7-10 years	7(10.1%)	29(8.6%)	36(9.1%)
> 10 years	16(23.2%)	66(20.4%)	82(20.8%)
Total	69(100%)	325(100%)	394(100%)

Table 4: Present Position of Employees*Length of Experience on Current Posts Cross Tabulation
Source: field survey, 2016

Table 4 above indicates the description of employees' position against their length of experience on their current position. Out of the total respondents 167(42.4%) have experience of less than three years, 109 (27.7%) of them have experience of 3-6 years and 82(20.8%) have experience of more than ten years. When comparison has been made between leaders' duration of experience on the current position with that of performers', both have nearly similar length of experience on their respective positions. From these discussions the researchers understand that there is a relative stability employee movement (up, down and horizontal).

3.3.2. The Issues Related with Coordination and Organization of Civil Service Army

This part deals with the presentation, analysis and discussion of data related with the practice of coordination and organization of civil service army in a civil service of Oromia regional governmental state. It specifically deals with the attitude of employees towards coordination and organization of change and development army, the leadership competence to effectively coordinate and organize civil service army in order to bringing the intended change in the civil service of Oromia. Hence, the main part of questionnaire is going to be discussed under this section.

In order to be effective in implementing coordinated and organized civil service army strategy, organizations should first have clear and aspiring vision, goals and objectives. In this regard, respondents were asked about clarity and aspiration of their organizations' vision and goals, about the understanding of team members on their organizations vision and about the cooperation of team members during the time of setting achievable goals. The responses on these issues are presented in the Table 5 below as follows.

Questions	Description	Frequency	Percent
The organization has clear and aspiring vision	Disagree	59	14.8
	Neutral	24	6.0
	Agree	311	79.2
	Total	394	100
Every member of the organization has understanding of organization's vision	Disagree	165	41.9
	Neutral	54	13.7
	Agree	175	44.4
	Total	394	100
As a team, we work together to set clear, achievable and appropriate goals	Disagree	126	31.97
	Neutral	62	15.4
	Agree	205	52.08
	Total	394	100
Everyone in the team knows and understand the team's priority	Disagree	134	34.1
	Neutral	66	16.7
	Agree	194	49.2
	Total	394	100
Everyone on my team knows exactly why the team does what it does	Disagree	140	35.8
	Neutral	48	11.9
	Agree	202	51.3
	Total	394	100

Table 5: Opinion of the respondent about the organizations' vision and goal clarity
Source: field survey, 2016

As indicated on the Table 5 above, majority 311(79.2%) of the respondents have agreed that their respective organizations do have clear and aspiring vision which can help employees to have a clear direction. Whereas, only 59 (14.8%) of the respondents were disagree that their organizations do not have clear and aspiring vision. This implies government institutions in the region are working with clear direction that helps them to know their destination and how to reach there.

Respondents are also asked about whether every member of the team has an understanding of their organizations' vision and working accordingly. The data obtained indicates, 165 (41.9%) of them were positively responded that their team members do have understand the vision of their organizations and working in order to achieve the stated vision. On the contrary, 175 (44.4%) of them disagree that every team members do not have a clear understanding of their organizations' vision and do not working accordingly. While 54 (13.7%) of the respondent prefer to be neutral on the issue may be because they do not know the status of understanding of the team members. From these data, it can be understood that though the members of coordinated civil service army have understanding of their organizations' vision, there are also a large number of member who are working in the organizations without having understanding of their organizational vision and these of having understanding of the members is not uniform throughout whole members of the team.

The other question forwarded to the respondent is about whether the civil service army members are working together to set clear, achievable and appropriate goals. Accordingly, 205 (52.08%) of the respondents were agree that they are working together to set clear, achievable and appropriate goals, whereas, 126 (31.97%) of the respondent are disagree that they are effectively working together and 62 (15.4%) of the respondents are decided not to respondent either positively or negatively. From these also we can understand that though the civil service army have a unity in working together, there still organizations in which the team spirit and cohesiveness are less i.e. they are not setting their objectives together.

In addition, the respondents were asked about the knowledge and understanding of the civil service army members on the team's priority in order to avoid confusion and facilitate the future success. Accordingly, 194 (49.2%) of the respondents agree that the civil service army members of their organizations have knowledge and understanding of the team's priority. On the other hand, 134 (34.1%) of the respondents are disagreed on the issue and 66 (16.7%) of the respondents are neutral about the raised issue. In this regard, the implication of the data discussed under this idea is that the team leaders are still left with some assignment to improve the knowledge and understanding of the civil service army members on teams' priority.

The final question raised to the respondent in this regard is about knowledge of the members to know what to do and why they do these actions. In this case, 202 (51.3 %) of the respondents are agreed that the members have exactly know what to do and why they do these actions in their organizations. The others 140 (35. 8%) of the respondents are disagreed and 48 (11.9%) of them are neither agree nor disagree. This implies that the civil service army have understanding of the organization's objectives to be accomplished and the benefit of performing these objectives. However, the team leaders and top leaders of the organizations are expected to work hard in order to set clear objectives and make a consensus with their followers.

Questions	Description	Frequency	Percent
Team members have the skills they need to accomplish their roles within the team	Disagree	90	22.8
	Neutral	95	24.6
	Agree	209	53.6
	Total	394	100
The team leader consistently lets the team members know how we are doing on meeting our customer's expectations	Disagree	184	46.7
	Neutral	44	10.9
	Agree	166	42.2
	Total	394	100
Everyone in my team has a significant amount of say or influence on decisions that affect his or her job	Disagree	124	31.5
	Neutral	53	13.2
	Agree	217	55.3
	Total	394	100

Table 6: Opinion of the respondent about capacity of civil service army members

Source: field survey, 2016

Effective team members need very special skills to succeed in a team environment. The basic skills are: an ability listen well, the ability to participate and contribute, able to represent their own area of expertise, gives up turf issues for the sake of the whole, takes a multifunctional perspective on the issues, can set aside his or her own ego, is flexible, secure, competent, and inclusive (Kesby,2008). In support of this, the Table 6 above the opinion of the respondents about the capacity of civil service army members with regard to their skills to accomplish their role, the leaders support in building the capacity of members in order to help them satisfying the needs of their customers and capacity of members in influencing decision making on their job are requested. The result of the survey has been presented and interpreted in the following manner.

As indicated in the table above, 209 (53.6%) of the respondents are agreed that the civil service army members in their organizations have the skills that help them to accomplish their role and responsibility. While 90 (22.8%) of the respondent are disagreed that the members in their organizations have the skills they need and 95 (24.6%) of them do not either agreed or disagreed about the presence of skill of the members. From these data, we can see that only about half of the respondents have agreed that the currently existing employees have the required skills to accomplish their role. This implies that the currently existing workforces need some capacity building in order to fill the gap of insufficient skill of the employees.

The second part of the above table indicates how the team leaders consistently supporting their team members to know the way in which they can meet the needs and expectation of their customers. It indicates that 166 (42.2%) of the respondents responded positively towards the support of the leaders in guiding them to be successful in meeting customers' expectations. Whereas, 184 (46.7%) of them are responded negatively to this idea. In this regard, respondents are indicating since the leaders of the team are busy with a lot of assignments, the support they are providing to their team members is less. This implies that the responsibilities of leaders are not only to administer employees but also, they should coach and support their team members in exercising their role.

The third part of the above table indicates the influence team members have in the decisions that affect their job. Accordingly, 217 (55.3%) of the respondents are agreed that their members have influence on the decisions that affect their job. But, 124 (31.5%) of them are responded negatively that their members are not participating in the decision-making process even if the decision may affect their job. Therefore, from the data presented in the third part of the table we can understand that though there is employee participation in decision making process of their organizations affairs, it requires the managers to make a consensus with the team members in the organizational decision making in order to increase employees' sense of belongingness and ownership of their organization.

Questions	Description	Frequency	Percent
Clear means of communication	Disagree	64	15.9
	Neutral	40	9.9
	Agree	290	72.0
	Total	394	100
honest means of communication	Disagree	70	17.4
	Neutral	37	9.2
	Agree	287	71.2
	Total	394	100
communication has been taking place on a timely bases	Disagree	83	20.6
	Neutral	47	11.7
	Agree	264	65.5
	Total	394	100
two-way communication	Disagree	87	21.6
	Neutral	58	14.4
	Agree	249	61.8
	Total	394	100

Table 7: Opinion of the respondent about the communication scheme among the team member
Source: field survey, 2016

Presence of clear, timely, honest and interactive communication provides trust among the team members and the team leaders. This in turn helps to make the civil service army building and its implementation more effective. Based on this, the above Table 7 indicates the communication scheme in the organizations and among the team members. In this case, respondents were requested to respond about the clearness, honesty, timeliness and directions of the means of communication in their organizations. In order to avoid repetition the data in the above table were compressed in to the grand mean of the percentages. Accordingly, 67.63% of the respondents were agree that the communication scheme in their organization is clear, honest, timely and two-way direction. On the other hand, the grand mean of those who disagree about the clearness, honesty, timeliness and directions of the means of communication in their organizations are 18.86% of the respondents. This implies reform tools such as BPR implemented by the government to improve the transparency, participation and consensus are serving their purpose. However, this does not mean that there is no any problem concerning communication scheme in government organizations, some respondents on the open-ended questions responded that there are challenges of openness in their organizations. Therefore, it is the responsibility of leaders and every team member to improve the clearness, honesty, timeliness and the smooth flow of communication in both directions (from management to employees and vice versa).

Present position of employees	My team decide how to do something rather than have the team leader give step-by-step instructions			Total
	Disagree	Neutral	Agree	
Leader	6 (8.2%)	10 (17.5%)	53 (20.1%)	69 (17.5%)
Performer	67 (91.8%)	47(81.5%)	211 (79.9%)	325 (82.2%)
Total	73 (100%)	57 (100%)	264 (100%)	394 (100%)

Table 8: Present position of employees * Expectation of Team Member for Guidance from Their Leaders Cross Tabulation
Source: field survey, 2016

The Table 8 above indicates the cross tabulation of employees' position against the expectations of team members for step-by-step guidance of their team leaders. It has been indicated that out of the total positively responded 53 (20.1%) of them are the leaders who agreed that their team members are not expecting a step-by-step guidance from them rather the members are deciding how to accomplish their role. Similarly, 211 (79.9%) performers are also responded positively that the team members in their organizations are self-guiding rather than expecting a close supervision and support from their leaders. On the other hand, a small number of leaders and performers are negatively responded about the issue under discussion. This implies that the civil servants in the region are becoming independent, self-directing and developing a confidence to accomplish their role.

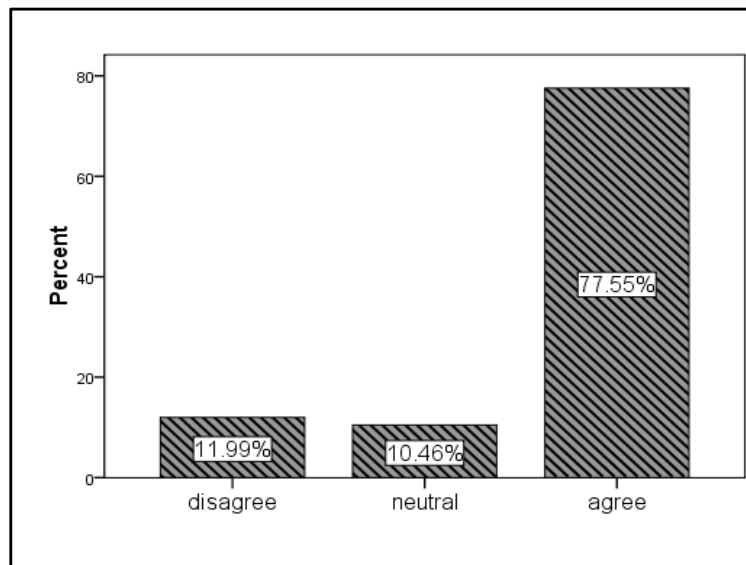


Figure 1: Opinion of respondents about understanding of members' contribution to the Organization's vision and goals
Source: field survey, 2016

The above Figure 1 indicates the understanding of the team members on how their activities are contributing to the achievement of organization's goal and vision. Since each and every team members are expected to understand their organizations' goal and vision, they were requested to respond on whether they understand how they are fitting to the organization's vision and goal accomplishment. Accordingly, 304 (77.55%) of the respondents agree that the team members are performing aligning their daily activities to the organization's vision and goals. But very few of the respondents disagree that the team members are not consciously contributing to the organizational vision and goals achievement. This implies most of the government employees in the region now a day are performing with consciousness of their organization's vision, goals value and contributing accordingly.

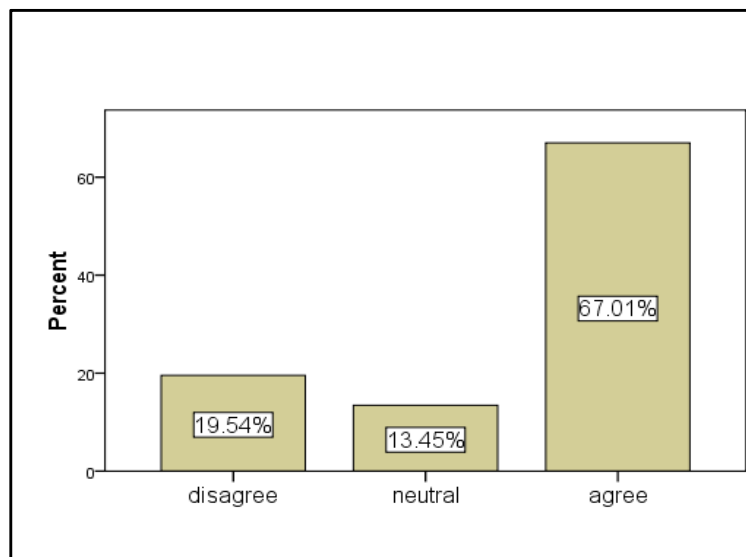


Figure 2: Opinion of the respondent on how the members are supporting each other in achieving organizational goal
Source: field survey, 2016

The researchers have also tried to see what the civil service army members do if their team fails to achieve its goal, are the members more interested in finding out why the failure happened or are they telling-off the team members? In this case, the above Figure 2 indicates majority 265 (67.01%) of the respondents agreed that instead of blaming each other for failure, the civil service army members do support each other and find a solution for the problem. However, this does not mean that all the civil service army members are perfect in supporting each other and finding a solution for the causes of failure. In this regard, 77 (19.54%) of the respondents disagreed that the members are not in a position of constructing each other in avoiding the failure of achieving goals of the organization. This implies that though there are a good start in building a cohesive civil service army with a strong team spirit, there are still a loop hole to be closed be the leaders in building coordinated change and development army.

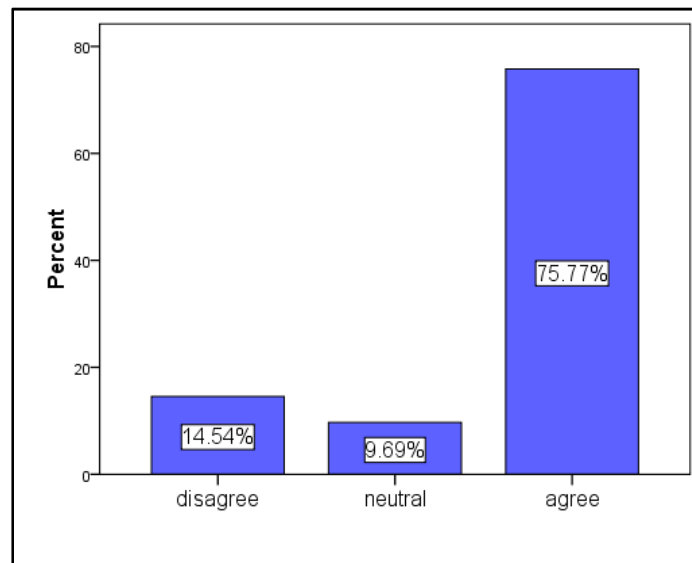


Figure 3: Opinion of the respondent on how leaders encourage the team member to Communicate
Source: field survey, 2016

One of the means by which the leaders can improve the cohesiveness of coordinated civil service army members is by encouraging them to be open and honest. Hence, the respondents were requested to respond on whether their team leaders are encouraging the civil service army members to be open and honest, even if people have to share information that goes against what the team leader would like to hear. These responses are presented in Figure 3 above in the following manner in which majority (75.77%) of the respondents agree that the team leaders in their organizations are encouraging the members to open and honest and raise idea even if it goes against their interest. In this regard, only few (14.54%) of the respondents disagree that the leaders are not effectively working on this area. The implication of this agreement of the respondents on the issue is that the team leaders are striving to build cohesive and effective coordinated civil service army both in civil service and in all development actions undertaken by the government.

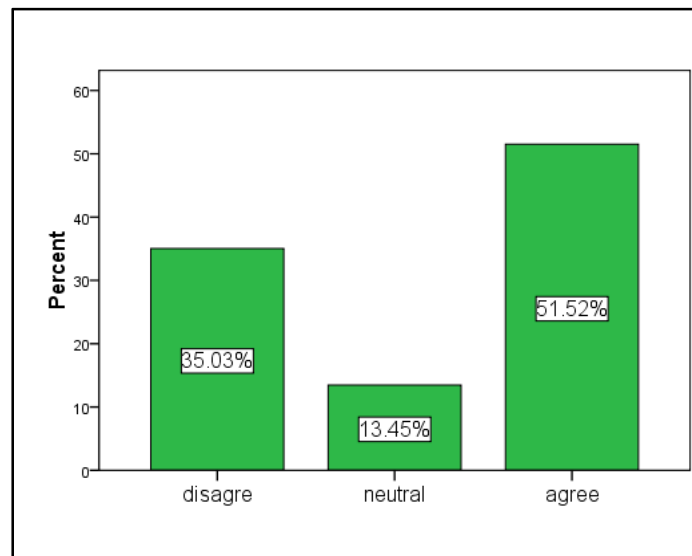


Figure 4: Opinion of the respondent about the availability of resources and support the change and Development army needs to meet customer expectations
Source: field survey, 2016

On the Figure 4 above, the issue about availability of support and resources that civil service army needs to meet customer expectations have been indicated. The figure indicates that about half (51.52%) of the respondents are agree that the civil service army members in their organizations have access to necessary resources such as financial, machinery, office facilities and support from their leaders. Whereas, 35.03% of the respondents are disagree that the civil service army in their organizations are not provided with the necessary resources and supports from their leaders. This implies that concerning the availability of necessary resources and support from the team leaders there is a gap to be filled by the government by providing resources and by the leaders by strengthen the support they are providing to their coordinated change and development armies.

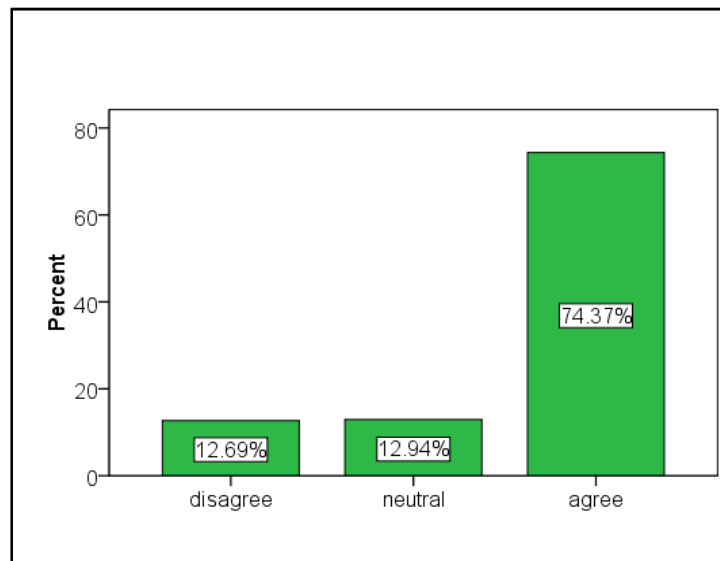


Figure 5: Opinion of the respondent about the belief of leaders on KSA of team members.
Source: field survey, 2016

In order to build and implement effective coordinated change and development army, the team leaders should believe that everyone in the team has something to contribute (knowledge, skills, abilities, information) that is of value to all members and the organization as a whole. Therefore, respondents have been requested regarding this issue, and the result indicates 74.37% of the respondents has agreed that the leaders of coordinated civil service army in their organizations have a positive attitude about the contribution of each members in a coordinated change and development armies. But a very few (12.69%) of the respondents has disagree that the team leaders in their organizations do believe each and every member in coordinated change and development armies have a knowledge, skill, ability and information which can fill the gaps and construct each other. This implies there is a good attention from the side of leaders about coordinated civil service army members’ knowledge, skills, ability and information they have.

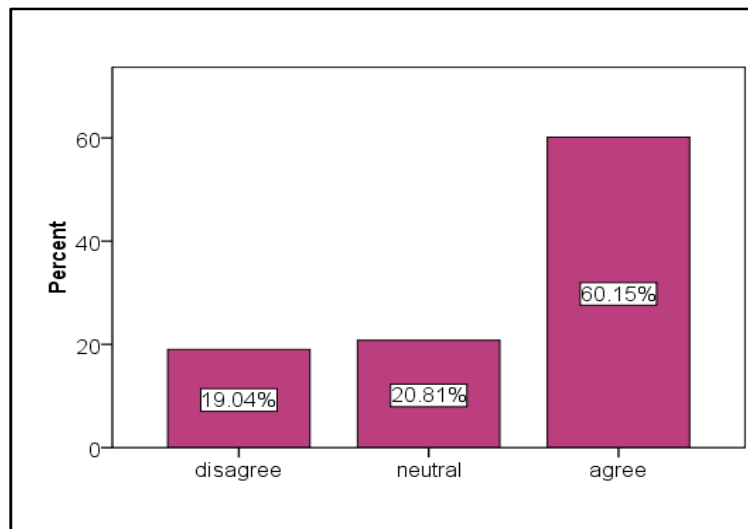


Figure 6: Opinion of the respondent about the understanding of team members on unwritten Rules of the coordinated change and development army
Source: field survey, 2016

One of the principles for formation and implementing effective team is, to have both written and unwritten rules which governs the team members to guide how to behave in the team. Not only having the rules on the paper, it requires the team members to understand and exercise in a daily activity. With this regard, respondents were requested to respond on the question about understanding of coordinated civil service army members and the result is presented in the Figure 6 above. It indicates 60.15% of the respondents agree that the members in their organization do have understanding of the rules in their team and behaving accordingly. But, 19.04% of the respondents disagree on the issue under discussion. Whereas, 20.81% of the respondent are neither agree nor disagree about the understanding of the members on the rules of the coordinated civil service army members. This implies though the team members of coordinated civil service army in most organizations have understanding of the rules in their team, there also understanding gaps in some organization.

3.3.3. Employee Satisfaction

Questions	Description	Frequency	Percent
Receiving attractive pay	Disagree	258	64.0
	Neutral	55	13.6
	Agree	81	20.1
	Total	394	100
There is promotion opportunity	Disagree	244	60.5
	Neutral	66	16.4
	Agree	84	20.8
	Total	394	100
Good coworkers (social setting)	Disagree	61	15.1
	Neutral	42	10.4
	Agree	291	72.2
	Total	394	100
Supportive supervision	Disagree	80	19.9
	Neutral	50	12.4
	Agree	264	65.5
	Total	394	100
Attractive work and work environment	Disagree	132	32.8
	Neutral	59	14.6
	Agree	203	50.4
	Total	394	100
Appropriate career plan	Disagree	134	33.3
	Neutral	71	17.6
	Agree	189	46.9
	Total	394	100

Table 9: Opinion of the respondent about satisfaction of coordinated civil service army members

Source: field survey, 2016

Employee satisfaction is a decisive factor for the effectiveness of coordinating and organizing change and development army. It is expected that employees may be satisfied if they are provided with appropriate rewards, availability of opportunity for promotion, presence of good coworkers, supportive supervision from their team leaders, attractive work and work environment and existence appropriate career plan. Hence respondents were requested to react on these issues and their responses are presented in the Table 9. The results indicate majority 258 (64%) of the respondents disagree that the coordinated civil service army members in the government organizations are receiving attractive pay, and very small number of the respondents which is 81 (20.1%) of the respondent agree that the members in the government institutions are receiving attractive pay. This implies the currently existing payment level for the employees in government organizations is not attractive which may satisfy them in order to be more effective in the purpose of coordinating and organizing change and development army.

Opportunity for promotion is also another factor which creates hope in the mind of employees and helps them in accomplishing their duties and responsibilities. In this case majority 244 (60.5%) of the respondents are disagree on the presence of opportunity for promotion. Only 84 (20.8%) of the respondents are agree on its presence. Since the majority of the respondents are disagree on the presence of opportunity for promotion, it can be understood that this opportunity does not exist in many of government organizations. This implies the absence of this opportunity may reduce the hope and morale of employees, hence they are not working with a full potential.

Presence of good coworkers can also improve the cohesiveness and effectiveness of coordinated and organized civil service army members. As opposed to the above discussion, 291 (72.2%) of the respondents are agree on the presence of good social setting among employees and very small number which is 61 (15.1%) of the respondents are not agree on the presence of good coworkers. This implies there is relatively good relationship among the employees at work place.

Concerning the presence of supportive supervision, 264 (65.5%) of the respondents agree on its presence and 80 (19.9%) of the respondents disagree about its presence. Therefore, from these data we can understand that though there are some limitations, there is a good start from the side of team leaders.

Regarding the existence of attractive work and work environment, only half (50.4%) of the respondents do agree that there is attractive work and work environment and 32.8% of the do not agree about its existence. This indicates there are problems to be solved in order to improve the context of the work to be done and its surrounding environment such as the compound of the work, office facilities and its layout.

In the above table, the final part indicates about the presence of appropriate career plan for the employees. In this regard 189 (46.9%) of the respondents do agree that there is an appropriate career plan which can motivate the coordinated change and development army.

Whereas 134 (34%) of the respondents do not agree about the presence of career plan. This implies the presence of career plan is not uniform throughout all the government organizations in the region under study.

In general, the above-mentioned issues were not existing as they are expected by the employees, hence the absence of these things are creating the reduction on the morale of government employees.

3.3.4. Leadership Competence

The first major choice for a successful team is the team leader. The team leader has to be able to take on a number of tasks for the team such as facilitating the team, developing the team and building the team culture, managing the company hierarchy, coordinating team member efforts outside of meetings, performing functional tasks and sharing leadership. In addition to the characteristics of good team members, leaders also need to have; experience in leading teams or the capability to learn, functional expertise in one or more areas important to the project and respect from peers. The major success factors in building effective teams are: 1) give the team a clear charter, 2) choose the team members carefully, 3) train the team members and 4) provide professional facilitation

Questions	Description	Frequency	Percent
Have a passion	Disagree	39	9.7
	Neutral	56	13.9
	Agree	299	74.2
	Total	394	97.8
Have an ability that help him achieve organizational goal	Disagree	54	13.4
	Neutral	55	13.6
	Agree	283	70.2
	Total	392	97.3
Encourage employee participation on different issues of their concern	Disagree	70	17.9
	Neutral	54	13.4
	Agree	277	68.7
	Total	394	97.8
the team leader develops team's capability	Disagree	87	21.6
	Neutral	82	20.3
	Agree	225	55.8
	Total	394	97.8
Have an ability to influence/ persuade	Disagree	66	16.4
	Neutral	74	18.4
	Agree	250	62.0
	Total	390	96.8
Turn obstacles into opportunity	Disagree	216	54.8
	Neutral	69	17.6
	Agree	105	26.6
	Total	390	100
Encourage a climate of dialogue	Disagree	83	20.6
	Neutral	63	15.6
	Agree	242	60.0
	Total	388	96.3
Leaders follow different style based on follower's readiness	Disagree	85	21.1
	Neutral	67	16.6
	Agree	238	59.1
	Total	390	96.8
Establishing good relationship among staff	Disagree	59	14.6
	Neutral	92	22.8
	Agree	239	59.3
	Total	390	96.8

Table 10: Opinion of the respondent regarding the capacity of leaders to build and implement Effective coordinated and organized change and development army

Source: field survey, 2016

The leaders' competence is a decisive factor in building coordinated and organized change and development army. In order to check whether the leaders have the necessary competences to build coordinated and organized change and development army. Hence, in this specific study, the respondents were provided with the questions such as whether the leaders do have a passion, have an ability that help him achieve organizational goal, encourage employee participation on different issues of their concern, the team leader develops team's capability, have an ability to influence/ persuade, turn obstacles into opportunity, encourage a climate of dialogue, they follow different style based on followers readiness and establishing good relationship among staff.

Accordingly, 299 (74.2%) of the respondents agree that the currently existing leaders have a passion to encourage their follower and only 39 (9.7%) of the respondents do not agree that the currently existing leaders do have a passion. This implies the team leaders in each organization are guided by clear vision and have passion to inspire their followers.

Similarly, respondents were also requested to answer about the ability of leaders that help them to achieve organizational goal they set at the beginning of their plan. The respondents responded as 283 (70.2%) of the respondents agree on the possession of an ability that can help them to achieve organizational goals. But 54 (13.4%) of the respondents do not agree that the currently serving individuals as a team leaders do have an ability that help them to achieve their organizational goals. From these data, we can understand that the currently serving team leaders do have an ability to achieve their organizational goals. However, these data also indicate there should be some capacity building initiation to fill the capacity gap of the team leaders.

Respondents were responded about the encouragement made by leaders on participating employees on different issues of their concern. 277 (68.7%) of them do agree that the team leaders are encouraging team members to participate on the issues of their concern. But, 63 (15.6%) do not agree on the issue of under discussion. The implication of these data is that there is a good participation of employees on different issues that concern them and the team leaders are also making a good effort to encourage their team members to participate in all affairs of their organization.

It is also a team's leader responsibility to develop teams' capability of achieving their organizational goals. The leader's capability to build the coordinated civil service army members' capacity to perform is an important factor in building and implementing the change and development army. The respondents respond on this issue as 225 (55.8%) of them agree that the team leaders are accomplishing their responsibility by developing the capacity of their team members. On the other hand, 87 (21.6) of the respondents do not agree the team leaders in their organization are doing well in this regard. This implies, though there are a good start by team leaders to build the capacity of their members, the study indicates a lot is expected from the team leaders in the government organizations.

The team leaders' quality can also be measured by their ability to influence/persuade the followers. It is an art of influencing the team members towards the goal achievement. In this regard, the respondents were requested to respond on whether their team leaders have an ability to influence or persuade. Accordingly, 250 (62 %) of them agree that their team leaders have a required ability. Whereas, 66 (16.4%) of them do not agree on the issue. This also implies the team leaders in the regional government organizations are becoming more artistic and well educated.

Turning obstacles into opportunity is another means by which the leaders can make their team members more effective and cohesive. We should not expect challenges may always come with negative effect. It is up to the individuals and organizations to turn these challenges in to opportunities. With this regard, respondents were asked about whether the team leaders in their organizations are able to turn the challenges they face in to opportunity. Accordingly, 105 (26.6%) of the respondents do agree that their team leaders have an ability to turn the challenges they face in an opportunity that help them their organizational goals. On the other hand, 216 (54.8%) of them disagree that the team leaders in their organizations do have these abilities. This implies there is a need to build the capacity of leaders to overcome challenges.

3.3.5. Efficiency of Coordinated Change and Development Army

The efficiency of coordinated civil service army can be depends on how the team members manage themselves, the appropriateness of a person to be a team leader, members' organizational commitment and citizenship, members' honesty in transferring information to each other, development of members' honesty to their customer, build members competency, striving for maximum impact, developing and sustaining the best organizational performance. The responses related with these and another related criterion are presented in the following Table 11 as follows.

Questions	Description	Frequency	Percent
Manage themselves	Disagree	123	31.0
	Neutral	64	16.9
	Agree	203	52.0
	Total	390	99.9
selected team leader is an appropriate person	Disagree	125	32.0
	Neutral	72	18.5
	Agree	193	49.5
	Total	390	100
Organizational commitment and citizenship	Disagree	114	29.4
	Neutral	70	18.0
	Agree	204	52.6
	Total	388	100
Members have honesty in transferring information to each other	Disagree	135	34.6
	Neutral	49	12.6
	Agree	206	52.8
	Total	390	100
Members have developed honesty to their customer	Disagree	124	31.8
	Neutral	71	18.2
	Agree	195	50.0
	Total	390	100
Build their competence	Disagree	204	52.3
	Neutral	74	19.0
	Agree	112	28.7
	Total	390	100
Develop and sustain the best organizational performance	Disagree	137	35.1
	Neutral	54	13.9
	Agree	199	51.0
	Total	390	100

Table 11: Opinion of the respondent about the efficiency of civil service army
Source: field survey, 2013

In the above Table 11, the respondent's opinion about whether the coordinated civil service army members are self-managing member or dependent on the direction from the others is indicated as 203 (52%) of the respondents agree that the members of coordinated civil service army members are a self-managing members. On the other hand, 123 (31%) of the respondents do disagree on mentioned issue. This implies the currently coordinated civil service army members start to direct themselves and some mechanism of motivating them more should be designed.

The other factor which may determine the efficiency of the coordinated change and development the currently coordinated civil service army members start to direct themselves and some mechanism of motivating them more should be designed. army is the appropriateness selected team leaders among the members. Therefore, respondents were requested to react on whether the selected team leader among them is appropriate to be a leader of a specific coordinated change and development army. Accordingly, 193 (49.5%) of them agree on the issue so that appropriate team leaders are selected in their organizations. There is also a respondent (125 (32%)) who do not agree about the appropriateness of the selected team leaders. From this information one can understand, in some organizations their inappropriateness of selected team leaders.

It is also expected from the coordinated civil service army member to have organizational commitment and citizenship. It is only than they may have a sense of ownership of the organizations and they will be successful in achieving organizational goals. Base this concept respondents were requested to respond on whether the members in their team do have a sense of organizational commitment and citizenship. They also responded as, 204 (52.6%) of the respondents do agree that nowadays the members who are coordinated and organized as civil service army do start to have a sense of ownership about the affaires of their organizations. The others (114 (29.4%)) do not agree about the members commitment and sense of organizational citizenship. These imply there is a good start with regard to creating employee commitment and sense of organizational citizenship.

The coordinated civil service army also expected to have honesty in transferring information to each other in order to be efficient in its implementation. In this aspect, 206 (52.8%) of the respondents do agree that members have honesty in transferring information to each other. whereas, 135 (34.6%) of them do not agree about the issue under discussion. This also implies there are a lot of job has been done in order to improve the honesty of employees in transferring information to each other but it also indicates a lost is left to be done in the future.

The members need to build their capacity by reading, sharing experience to each other, attending short term and long-term training. It is not only the responsibility of the organization to build the capacity of their respondents but also the responsibility of employees to capacitate themselves. Therefore, respondents were requested to react on whether the members of civil service army are building their

capacity. Their response is, 112 (28.7%) do agree that members in their organization are building their capacity. In opposite to this, 204 (52.3%) of the respondents do not agree about this issue. This implies most of the members of coordinated and organized change and development armies are not making any effort to build their capacity, rather they expect everything from their organizations.

The last question forwarded to the respondent concerning the efficiency of coordinated civil service army is about developing and sustain the best organizational performance. In this regard, 199 (51%) of the respondents do agree about development and sustaining of best organizational performance by the members. The other 137 (35.1%) do not agree about the issue under discussion. This implies the implementation of coordinated and organized civil service army is bringing a change in the performance of the organizations. However, there are also still challenges in some public organizations.

3.3.6. Members Commitment and Organizational Citizenship

In order to check the commitment and organizational citizenship of the members of coordinated change and development army, the questions related to the performance of the members beyond their regular job for the benefit of their organizations, having a sense of ownership, whether members of the team are working beyond the regular time, the members have higher level of motivation, members are working with sense of supporting each other, the organization support performers by creating conducive environment and performers participate in organizational decision making.

Questions	Description	Frequency	Percent
members of the team perform beyond their regular job	Disagree	321	79.7
	Neutral	28	6.9
	Agree	40	9.9
	Total	389	96.5
having a sense of ownership, members of the team are working beyond the regular time	Disagree	305	75.7
	Neutral	30	7.4
	Agree	59	14.6
	Total	394	97.8
members have higher level of motivation	Disagree	297	73.7
	Neutral	48	11.9
	Agree	49	12.2
	Total	394	97.8
members are working with sense of supporting each other	Disagree	289	71.7
	Neutral	44	10.9
	Agree	61	15.1
	Total	394	97.8
the organization support performers by creating conducive environment	Disagree	79	19.6
	Neutral	58	14.4
	Agree	257	63.8
	Total	394	97.8
performers participate in organizational decision making	Disagree	75	18.6
	Neutral	46	11.4
	Agree	273	67.7
	Total	394	97.8

Table 12: Opinion of the respondent about the organizational citizenship and commitment of Members

Source: field survey, 2013

In the above Table 12, the opinion of respondents about whether the civil service army members are performing beyond their regular job for the benefit of their organizations is indicated. The response shows, only 40 (9.9%) of the respondents do agree that the members of coordinated civil service army members are working beyond their regular job for the benefit of their organizations. But the majority 321 (79.7%) of the respondents do not agree about the issue. This implies the motivation level of members do not reach to the level of forcing them to work beyond what is expected of them.

At this transformation period of our country, employees are not expected to count the hours of their work. Since we are on the campaigns against our greatest enemy (poverty), we may not win by doing the business as usual; some jobs may demand them to work beyond the regular work hours. With this regard, only 59 (14.6%) of the respondents agree that the members are working beyond the regular time. In opposite to this, 305 (75.7%) of the respondents do not agree on this issue. From this information, we can understand that most the employees in government organizations do not develop a sense that they are an army fighting against poverty.

Unless the motivation level of performers increased to higher level, it is unrealistic to think of organizational goal attainment. In this regard, the question about the members' level of motivation has been asked and the response indicates only 49 (12.2%) of the respondents agree that the coordinated civil service army member do have higher level of motivation. The others which are 297 (73.7%) do not agree that the employees in government institutions do have higher level of motivation. In addition to these data, the information observed from qualitative data indicate most employees are complaining about the financial incentives and they raise this as one reason for lack of motivation. This implies the existing situation of government employees does not go with the starched plan of GTP.

3.3.7. Employee Dissatisfaction

The employees who are dissatisfied may frequently leave the organization, always attempt to resist whatever the change takes place, they neglect their job, absence of cooperation among themselves, and they go for their own interest than the well-being of others and the organization. The issues related with these things are presented in the Table 13 below.

Questions	Description	Frequency	Percent
There is a frequent exit (Leaving the organization)	Disagree	178	44.2
	Neutral	54	13.4
	Agree	162	40.2
	Total	394	97.8
Employees are attempt to change or resist the situation	Disagree	62	15.4
	Neutral	58	14.4
	Agree	274	68.0
	Total	394	97.8
Members neglect their job (which includes reducing work effort, absenteeism and lateness)	Disagree	139	34.5
	Neutral	76	18.9
	Agree	179	44.4
	Total	394	97.8
Absence of cooperation among members	Disagree	141	35.0
	Neutral	84	20.8
	Agree	169	41.9
	Total	394	97.8
Going for their own interest than the well-being of others and the organization	Disagree	162	40.2
	Neutral	91	22.6
	Agree	141	35.0
	Total	394	97.8

Table 13: Opinion of the respondent about dissatisfaction of employees

Source: field survey, 2013

In an attempt to explain the existence of employee dissatisfaction in an organization, the question related with the leave of an organization were asked. The response indicates, 162 (40.2%) of the respondents do agree that there is a frequent exit of employees from organizations. But 178 (44.2 %) of them do not agree about the existence of frequent exist or leave of employees. This implies there is a relative stability of workforce in government employees and there is slow movement of employees.

The existence of dissatisfaction can also be seen by the presence of resistance by employees on everything. The response regarding this issue indicates 274 (68%) of the respondents do agree on the existence of employee resistance on every change. The others 62 (15.4%) of them do not agree on the existence of resistance by the employees. Since majority of the respondents agree about the existence of employee resistances, the currently existing situation lacks some expectations of employees. Such expectations of employees may be incentives, employee promotion and absence of attractive work environment.

In some situations, employees express their dissatisfaction by neglecting their job which may include reducing work effort, absenteeism and lateness. Concerning these issues 179 (44.4%) of the respondents do agree that there is employee dissatisfaction. But, 139 (34.5%) of them do not agree about existence of dissatisfaction of employees. Since about half of the respondents admit the existence of employee dissatisfaction, there are critical problems regarding the morale and motivation of employees in order to achieve the goals of their organizations.

In the absence of cooperation among coordinated civil service army members, we cannot expect efficiency in coordinating and organizing civil service army members. Hence, respondents were requested to respond on absence or presence of cooperation among the members. Accordingly, 169 (41.9%) of the respondents do agree that about the absence of cooperation among members. The others, 141 (35 %) do not agree about the absence of cooperation. This implies there is a challenge of cooperation among the coordinated civil service army members which is resulting in inefficiency of the team.

Going for their own interest than the well-being of others and the organization is also another cause for the failure of coordinated change and development army. With respect to this, 141 (35%) of the respondents do agree that the members in coordinated and organized civil service army are going for their own interest than the well-being of others and their organization. The others, 162 (40.2%) of them do not agree on the issue under discussion. This implies, there is also a challenge in providing priority for the organizational interest than serving personal or individual interest.

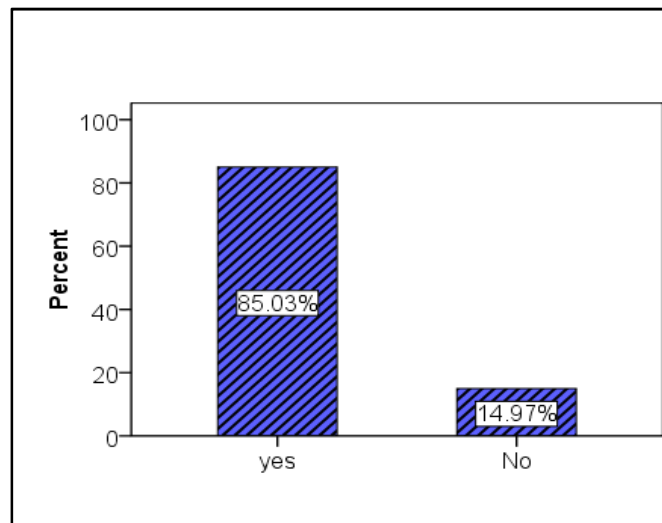


Figure 7: Opinion of the respondent about benefit of working with coordinated and organized Change and development army
Source: field survey, 2013

In order to check the advantage of coordinating and organizing change and development army, respondents were asked to mention the benefits their organizations are obtaining by coordinating and organizing their employees in the form of army. The data obtained from quantitative data gathering tool indicate 85.03 % of the respondents do admit that their organization is benefited from coordinating and organizing their employees in the form of change and development army. They also mention some of the benefits such as performers start to share their experience to each other, correcting each other when somebody made a mistake, supporting each other and it is serving as a means of minimizing the challenge of rent seeking. On the other hand, only 14.97 % of the respondents deny the coordinated and organized civil service army does not bring any change to their organizations. They also mention that the performers in their organizations are complaining about the benefits they should get by implementing such a program on the employees (they are asking a question of what is in it for me?). This implies the implementation of this program is very important if it is supported by additional incentive for the employees.

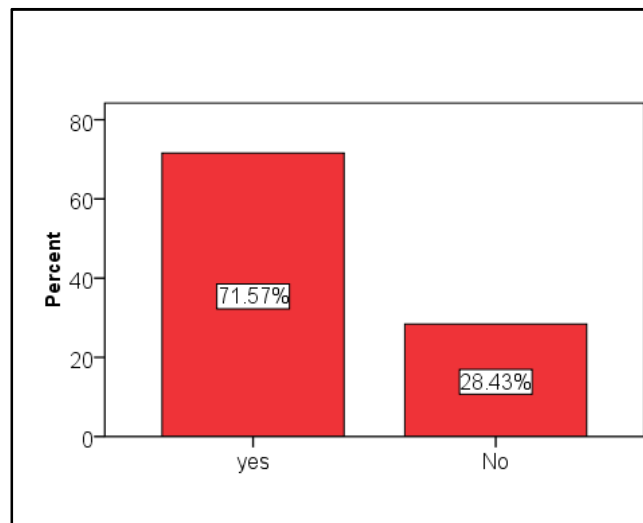


Figure 8: Opinion of the respondent about the implementation of coordinated change and development army for the intended purpose
Source: field survey, 2013

Do you think civil service army is serving the intended purpose?

It has been tried to check whether coordinated and organized civil service army has been serving the intended purpose. The opinion of respondents about the achievement of intended purpose indicates, 71.57% of them do confirm that the coordinated civil service army members are serving the intended purpose. Whereas, 28.45 % of the respondents deny that it is serving the intended purpose and they add some more information that shows the coordinated and organized civil service army biased by individual interest, by political view some individuals. This implies in order to use the coordinated and organized civil service army for the intended purpose, the team leaders in each organization need clearly set the purpose and train employees on it.

4. Summary, Conclusion and Recommendations

4.1. Introduction

Under this part of the paper, the summary of finding, conclusions and the recommendations are presented. The intention of the researchers is to assess how leadership competence and employees' attitude are affecting the coordinating and organizing of change and development armies in Oromia National Regional Government from the view point of employees, managers and different stakeholders. Therefore, both qualitative and quantitative data were gathered from these bodies and analyzed in the fourth chapter and the brief of findings of the responses is triangulated then summarized, concluded and the necessary recommendations are presented in the next sections.

4.2. Summary of Findings

- Though the Government is taking affirmative action to keep proportion of male and female at every economic and social activity, the number of male and female is not proportional in government institutions of the region under study. Similarly, the ratio of male to female on managerial positions is very un-proportional and these are adversely affecting the morale of female employees in the coordinated team.
- Since the majority of both leaders and performers are aged between 26- 45 years old, the currently existing civil service in Oromia National Regional Government is filled with youngsters and energetic workforce. Since by their nature youths are more positive for a change, the currently existing work force are a potential to positively accept the change initiatives like coordinated change and development army. They are also being good resources to successfully accomplishing GTP and to greatly work on the national campaign against poverty.
- The assessment of educational level of civil servants also indicates majority of government employees are above diploma level, and this implies most of them are at the position that help them to understand government policy and implement it. Since education can shape the behavior of individuals, it is a good opportunity for building and implementing coordinated change and development army.
- The study shows most of the employees have a long year experience on a single position in one organization. This implies there are no career plan, employees' movements like promotion opportunity and transfer. Absence of these movements is affecting the moral of employees and employees without moral and motivation are also less active in coordinated change and development army.
- As a result of the implementation of reform tools such as BPR and BSC almost all of the government institutions in the region have clear vision, goals, objectives and directions that help them to know their destination and how to reach there. Though, this is an opportunity for the coordinated civil service army to have a clear direction, there are a large number of members who are working without having understanding of their organizational vision, goals and objective. This is reducing the effectiveness in implementing coordinated change and development army.
- Almost all of the employees in the government organization have positively accepted the importance of being coordinated and organized in the form of development army to achieve more results. The study also shows in most organizations the civil service army are coordinated and organized in good manner, but they lack appropriate action plan at the team level. The teams also lack a strong team charter which indicates the team's purpose statement, objectives, scope within which the team is expected and allowed to operate.
- In some organizations while coordinating and organizing the civil service army members, the coordinating individuals missed to consider different abilities of members such as technical expertise and skills, administrative skills (e.g. problem-solving and decision-making skills) interpersonal and communication skills.
- Coordinated civil service army have started working together in unity, but there are still organizations in which the team spirit and cohesiveness are less i.e. they are not setting their objectives together and performing towards its success. In addition, even though majority of the civil servants do have the required skills to accomplish their role, some of them lack knowledge and understanding of teams' priority.
- There is employee participation in decision making process of their organizations' affairs and the team leaders are also making a good effort to encourage their team members to participate in all affairs of their organization. However, it requires the leaders to make a consensus with the team members in the organizational decision making in order to increase employees' sense of belongingness and ownership of their organization.
- The communication scheme in the government organizations is showing improvement in that it is becoming clear, honest, timeliness and two-way direction. This is making the coordinated civil service army members easily understand each other and smooth flow of information.
- Concerning the availability of necessary resources and support from the team leaders there is a gap to be filled by the government by providing resources and by the leaders to strengthen the support they are providing to their coordinated change and development armies. Since the team leaders are complaining that they are busy with field work, they are not providing necessary support to their coordinated civil service army members in their organizations. In general leaders at all levels are not fully devoted in accepting and implementing change initiatives (reform tools).
- In most organizations, the coordinated civil service army are under taking daily evaluation on their works. This is creating boredom to the development army members. It is also not successful in creating model employees as it was intended.

- Though the team members of coordinated civil service army in most organizations have understanding of the rules in their team, in some organizations there is a gap of understanding the team's written and unwritten rule of how to behave in the team.
- The currently existing payment level for the employees in government organizations in the region is not attractive which is not satisfying the needs and expectations of employees. This in turn makes them lag behind from becoming more effective in the purpose of coordinating and organizing change and development army.
- Though clear and inspiring vision which is derived from national vision is posted in every organization, the leaders are not fully guided by these vision, goals and objectives. Instead in some organizations they are serving their personal interest which is adversely affecting the team spirit in the organizations. They also have an ability to achieve their organizational goals but they lack commitment. In addition, the data also indicate there should be some capacity building initiation to fill these gaps of the team leaders.
- The implementation of coordinated and organized civil service army is begins to bring a change in the performance of the organizations. But, there are still challenges of resistance by employees on the change initiatives (reform tools) in some organizations.
- Since the study shows existence of employee dissatisfaction, there are critical problems regarding the morale and motivation of employees in order to achieve the goals of their organizations. Hence, motivation of members does not reach to the level that forces them to work beyond what is expected of them. In addition, currently existing situations (incentives, employee promotion and absence of attractive work environment) could not meet some expectations of employees and this is resulting in the existence of employee resistances which is reducing the effectiveness of team.
- There is a challenge of cooperation among the coordinated civil service army members and providing priority for the organizational interest than serving personal or individual interest which is resulting in inefficiency of the team.

4.3. Conclusion

Based on the responses obtained from leaders, non-managerial performers and stakeholders, through questionnaire, interview and observation, the following major points are concluded as follows:

- All the organizations under study have a clear vision, mission, goals and objectives which is laying a fertile ground for the coordinated and organized civil service army to be effective.
- Having understanding of the importance of human resource in achieving the goals, the government is designing the way to improve the performance of its human resources. Among the methods one is coordinating and organizing employees in the form of change and development army. Scholars suggest for the team to be effective, the number 5-7 members is the best. Accordingly, the employees in region under study are organized in to a team of 5-6 members and this is a good arrangement.
- The employees of government institutions are the target of this study and almost all of the respondents agree that they are interested in the implementation of the program of coordinating and organizing civil servant in to change and development army. They understand that being coordinated and organized can help them to achieve more. Therefore, the researchers conclude that civil servants of the region have no objection about the importance of building and coordination of civil service army in the civil service of the region. But, they are resisting this initiative for the reason that their personal interests such as opportunity for promotion, absence of incentives, career planning and lack of attractive work environment.
- Concerning the leadership competence, the team leaders do have the competence to build coordinated and organized civil service army and implement the initiative. But what they lack is not to be strictly guided by their plan, absence proper time management and they are giving priority for personal interest (attitude of rent seeking). In addition, most of the leaders are busy with very routine works which can be delegated and there is lack of strategic thinking.
- Satisfaction level, commitment and organizational citizenship behavior of civil servant in the region are found at the lower level. Dissatisfied, less committed and employees without organizational citizenship are not expected to contribute for the success of organizational goals. Similarly, employees of the region are complaining about additional incentives, reward for special achievement of civil servants, promotion and appropriate career plan. They are also showing the behavior of neglecting their job (which includes reducing work effort, absenteeism and lateness) and going for their own interest than the well-being of others and the organization. Therefore, the coordinated and organized civil service armies in the civil service of the region are not performing to the extent they are intended to do.

4.4. Recommendations

In order to improve the building and implementation of coordinated civil service army and resolve the challenges encountered by the regional government to become effective in achieving its goal and for further research the following actions are recommended.

4.4.1. Recommendations for the Regional Government

- Clarity should be made to the employees about the organizations' vision, goal, objectives and the reform tools in the form of training, coaching and providing supportive supervision.
- Strong team charter which indicates the team's purpose statement, objectives, scope within which the team is expected and allowed to operate should be prepared for the coordinated civil service army in every organization.

- The composition of the coordinated civil service army should consider such criteria as experience, skills (technical, administrative, interpersonal and communication), knowledge, and give preference to individuals who are committed to the common goals, enthusiastic, optimistic, creative, flexible and open minded, proactive, good team players (work effectively as a member of a team, respect the values, beliefs and opinion of others) and well respected among peers and other leaders.
- In a prevailing situation, incentive is the decisive factor in motivating performer. Therefore, there should be a mechanism to identify individuals and teams who are best performing and reward should be prepared for the identified best performing individual or team. There should also be a punishment mechanism for those individuals and teams who perform below the standard for unjustifiable reasons.
- Career plan and presence of promotion scheme are a means by which motivation and morale of employees are enhanced. Therefore, career plan and promotion schemes should be designed and implemented for the success of coordinated change and development army.

4.4.2. Recommendations for Future Researchers

The findings of this study show that, despite the significant effort of the government to improve the utilization of human resources by coordinating and organizing civil servants in to change and development army, still the prevailing practices have challenges. It requires many researchers to help the government effort by identifying the potential factors contributing to the less efficiency of coordinating and organizing civil servants in to change and development army. As a result, the researchers recommend the future researchers to study the issue in a wider context. More specifically, they recommend studying on the means to remove employee resistance and improve the morale and motivation in order to be able to undertake effective planning, building coordinated civil service army and design effective team charter.

5. References

- i. Burton, J. 2010. WHO Healthy Workplace Framework and Model: Background and Supporting Literature and Practices.
- ii. Colvin, A.J.S.2013. Participation Versus Procedures in Non-Union Dispute Resolution Dispute Resolution. *Industrial relations*, Vol. 52, No. S1:259-283.
- iii. Corsun,D.L., and Enz,C.A.1999. Predicting Psychological Empowerment Among Service Workers: The Effect of Support-Based Relationships. *Human Relations*, 52: 205-224.
- iv. Castilla,E.J. 2012. Gender, Race, and the New (Merit-Based) Employment Relationship. *Industrial relations*, Vol. 51, No. S1:528-562.
- v. Coates,M.L., Furlong,G.T and Downie,B.M.1997. Conflict management and dispute resolution systems in Canadian nonunionized organizations.Kingston, Kingston, Ontario,Canada: Queen's University Industrial Relations Centre (IRC).
- vi. Dibben, P and Williams,C.C.2012. Varieties of Capitalism and Employment Relations: Informally Dominated Market Economies. *Industrial relations*, Vol. 51, No. S1:563-582.
- vii. Ely,R.J., and Thomas,D.A.2001. Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes. *Administrative Science Quarterly*, 46:229-273.
- viii. Harnois,G., and Gabriel, P.2000. Mental health and work: Impact, issues and good practices. Geneva: International Labour Organisation.
- ix. Jackson,G. and Muellenborn,T.2012.Understanding the Role of Institutions in Industrial Relations: Perspectives from Classical Sociological Theory. *Industrial relations*, Vol. 51, No. S1: 472-500.
- x. Kamp,A., and Hagedorn-Rasmussen,P.2004.Diversity Management in a Danish Context: Towards a Multicultural or Segregated Working Life?Economic and Industrial Democracy, Vol. 25(4): 525-554.
- xi. Kaufman,B.E. 2012. An Institutional Economic Analysis of LaborUnions. *Industrial relations*, Vol. 51, No. S1:438-471.
- xii. Kelly,R.M. 1998. An inclusive democratic polity, representative bureaucracies, and the new public management. *Public Administration Review*, Vol. 58, No. 3: 201-208.
- xiii. Knack,S., and Keefer,P.1997. Does social capital have an economic payoff? A cross-country investigation. *The Quarterly Journal of Economics*, Vol. 112, No. 4:1251-1288.
- xiv. Lincoln,J.R.,and Kalleberg, A.L.1985. Work Organization and Workforce Commitment: A Study of Plants and Employees in the U.S.and Japan. *American Sociological Review*, Vol. 50, No. 6:738-760.
- xv. Linz, S.J., and Semykina, A. 2012.What Makes Workers Happy? Anticipated Rewards and Job Satisfaction. *Industrial relations*, Vol. 51, No. 4:811-844.
- xvi. Lipsky, D.B, Lamare,J.R., and Gupta,A.2013. The effect of gender on awards in employment arbitration cases: The experience in thesecurities industry. *Industrial Relations*, Vol. 52, No. S1:314:342.
- xvii. Marchington,M., and Suter,J. 2013. Where informality really matters: patterns of employee involvement and participation (EIP) in a non-union firm. *Industrial Relations*, vol. 52, no. s1:284-313.
- xviii. Marsden, D.2013. Individual Voice in Employment Relationships: A Comparison under Different Forms of Workplace Representation. *Industrial relations*, Vol. 52, No. S1:221-258.
- xix. Musso,J., Weare,C., and Hale,M. 2000. Designing Web Technologies for Local Governance Reform: Good Management or Good Democracy? *Political Communication*, 17, 1: 1-19.
- xx. Nalbandian,J. 1999. Facilitating Community, Enabling Democracy: New Roles for Local Government Managers. *Public Administration Review*, Vol. 59, No. 3: 187-197.

- xxi. Nye, J.S. 1967. Corruption and Political Development: A Cost-Benefit Analysis. *The American Political Science Review*, Vol. 61, No. 2 :417-427.
- xxii. Posthuma, R.A. 2010. Employee and labor relations Instructor's manual: Workplace dispute resolution. Alexandria, USA: Society for Human Resource Management.
- xxiii. Ogato G.S.2013. The Quest for Mainstreaming Climate Change Adaptation into Urban Development Planning of Ambo Town, Ethiopia. *American Journal of Human Ecology*, Vol. 2, No. 3, pp. 103-119.
- xxiv. Raub,S., and Robert,C. 2010. Differential effects of empowering leadership on in-role and extra-role employee behaviors: Exploring the role of psychological empowerment and power values. *Human Relations*, 63: 1743-1770.
- xxv. Safe Work Australia. 2013. Guide for preventing and responding to workplace bullying. Available at:www.swa.gov.au (Accessed 24 July, 2014).
- xxvi. Shanmugham, S.,and Tekele, S.B. 2011. An Assessment on the Status of Water Supply and Sanitation In Ethiopia: A Case of Ambo Town. *Journal of Sustainable Development in Africa*,13, No.1.
- xxvii. Snape, E.D., and Redman,T.Industrial relations climate and union commitment: an evaluation of workplace-level effects. *Industrial Relations*, Vol. 51, No. 1:11-28.
- xxviii. Sparks,K., Faragher,B.,and Cooper,C.L.2001. Well-being and occupational health in the 21st century workplace. *Journal of Occupational and Organizational Psychology*,74:489-509.
- xxix. Stoker,G. 2006. Public Value Management: A New Narrative for Networked Governance? *The American Review of Public Administration*,36 (1): 41- 57.
- xxx. United Nations Human Settlements Programme (UN-HABITAT). 2008. Ethiopia: Ambo Urban Profile. Nairobi : UN-HABITAT.
- xxxi. United States Department of Agriculture (USDA).2001. The USDA handbook on workplace violence prevention and response. AD-1135.
- xxxii. Woolcock., M. 1998. Social capital and economic development: Toward a theoretical synthesis and policy framework. *Theory and Society*, 27: 151-208.
- xxxiii. WorkSafe Victoria. 2012. Your guide to Workplace bullying – prevention and response. Melbourne, Australia: WorkSafe Victoria.